

**Office Locations:**

Ames, Calmar, Cedar Rapids,  
Davenport, Des Moines,  
Fort Dodge, Ottumwa, Sheldon,  
Sioux City, Waterloo

IOWA MANUFACTURING EXTENSION PARTNERSHIP (IMEP) Serving firms throughout Iowa via 29 field agents. Affiliated with Iowa State University and the Des Moines Area Community College. Contact: Willem Bakker, 2701 South East Convenience Blvd., Suite 13, Ankeny, IA 50021, Phone: (515) 289-0600, Fax: (515) 289-0601, Email: imep@imep.org, Website: <http://www.imep.org>

## THE MANUFACTURING EXTENSION PARTNERSHIP IN IOWA

Manufacturing Extension Partnership (MEP) is a nationwide system of services and support for smaller manufacturers to become more globally competitive. At the heart of the system is a network of affiliated, locally-based manufacturing extension centers. Each center, like IMEP, is a partnership, typically involving federal, state, and local governments; industry; educational institutions; and other sources of expertise, information and funding support.

### COMPANY CLIPS

#### Balancing Needs and Opportunities at Hawkeye State Scale

Hawkeye State Scale, Inc. (HSS) calibrates and verifies measuring equipment. The company realized that to continue to provide calibration and service to its QS9000 certified customers after January 2001, it would need to obtain an ISO 17025 registration

The Iowa Manufacturing Extension Partnership (IMEP) helped HSS secure funding to help with the costs of registration and training by applying on the company's behalf to the Iowa Job Training Program, 260F. After obtaining adequate funds to proceed, IMEP provided copies of the ISO 17025 standards to HSS and referred the company to Ray Nelson, a retired lab manager with Rockwell Collins. Mr. Nelson worked with HSS to update its quality procedures and manuals, and studied the company's manufacturing processes to ensure compliance with ISO's very demanding standards. Many of HSS's employees attended training provided by the equipment manufacturers in the various types of equipment that HSS services.

Hawkeye State Scale received its ISO 17025 registration in October of 2001. With this certification, the company has retained all its QS9000 registered clients, saving approximately \$100,000 in annual revenues. The threat of staff layoffs resulting from loss of business has been completely eliminated.

#### Yellow Jacket Manufacturing Applies Lean Concepts to Improve Processes

Yellow Jacket Manufacturing, Inc. develops and manufactures custom mufflers for original equipment manufacturers (OEMs) in the automotive replacement, recreational vehicle, and industrial equipment markets. When the company landed a contract with a major

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### STATE STATS

DATA\* COVERS JANUARY TO DECEMBER 2001

Number of projects completed with firms  
**586**

Number of firms served  
**543**

Number of firms served for  
the first time  
**149**

Federal cost share for current  
operating year  
**\$1,859,200**

State/other cost share for current  
operating year  
**\$3,718,400**

*\*Data as reported from center*

DATA\*\* COVERS JANUARY TO DECEMBER 2001

Increased sales & retained sales  
**\$17,104,264**

Client capital investment  
**\$11,404,307**

Total cost savings  
**\$3,077,912**

Jobs (created and retained)  
**206**

*\*\*Source: Independent client impact survey*



recreational vehicle manufacturer, it decided to make improvements to the line's processes. IMEP worked with the company to create a strategy that improved processes, quality, and productivity on the new product line and provided standard methods for future improvements. This strategy included training in the principles of efficient manufacturing, which was funded by the Iowa Western Community College (IWCC), 260F job training consortium. IMEP also helped form a consortium between Yellow Jacket Manufacturing and Omaha Standard to additionally offset the cost of training.

Key individuals from both companies participated in IWCC's Lean 101 and Lean 5S workshops in May 2001. Following the workshops, Yellow Jacket held a Lean 101 training seminar for all of its employees, funding the training with other resources. After all Yellow Jacket employees had been trained in the basics of the lean philosophy, IMEP conducted a value stream mapping exercise to help identify constraints on the product line and find ways to eliminate them. This exercise became the most valuable tool for the company as it began making improvements on its product line. With an improvement "road map," the company was able to reduce inventory by \$50,000, improve productivity by 8 percent, create more efficient processes, and improve customer service.